

OCA FILE SSC 4  
RECPT # Record

O/CONGRESSIONAL AFFAIRS

86-2815

13 AUG 1986

## MEMORANDUM FOR THE RECORD

FROM: [REDACTED]

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Deputy Director of Personnel for Policy,  
Analysis, and Evaluation

SUBJECT: Meeting With SSCI Staffer John Despres--SSCI Personnel Study

1. On Friday, 8 August 1986 the undersigned met with John Despres who is heading the team reviewing the CIA personnel system as part of the SSCI review of "personnel" in the Intelligence Community. [REDACTED] (OCA) was present during part of the meeting. [REDACTED]

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2. Mr. Despres stated that the committee staff now had a clearer conception of how the final report would be written and, as a result, was prepared to begin data collection. [REDACTED]

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3. The report would first of all contain a great deal of quantitative data allowing comparative analysis of CIA, DIA, and NSA; for example, in terms of attribution, training, career paths, compensation and the like. To obtain this data, a "dragnet" questionnaire would be sent to each agency asking for information and reports. [REDACTED]

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4. The second and main part of the report would be organized into functional chapters examining personnel plans and policies to support HUMINT collection, technical collection, analysis, and counterintelligence (CI). [REDACTED]

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5. The third part of the report would be an institutional analysis--exploring the self-image and identity of CIA, DIA, and NSA. This chapter would seek to capture the DCI's personnel and management philosophy, explore how senior management sees the intelligence officer and intelligence executive of the future, and how the institution should develop over the long haul. Again, CIA, DIA, and NSA would be compared. [redacted]

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6. The final section would detail conclusions and implications for the future. [redacted]

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7. The report would not be published, but serve as a primer for members and possibly as an agenda for the next two years. [redacted]

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#### Data Gathering

8. In addition to sending a questionnaire to the Agency, within the next couple of weeks, the CIA team will want to meet with the Deputy Directors to get their views on planning, training, and recruitment, in general, and to review with them what they felt were the main personnel issues in their domain. The team also will want to speak with Directorate representatives on the Human Resource Task Force. I said I would be in contact with senior officials in the Directorates to identify knowledgeable people with whom the team should meet. [redacted]

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9. More specifically, Mr. Despres identified the following as areas of interest to the team:

#### A. Recruitment

The team will review our recruitment processing and security screening, and will want to visit one of our recruitment centers. Mr. Despres noted that this was one area in which the study might fault CIA, since it appeared that CIA's processing time was so much longer than NSA's. He asked why we didn't follow NSA's lead and polygraph applicants before doing a background investigation. He also asked whether consideration had been given to use of the polygraph for persons going into particularly sensitive positions rather than as a blanket screening device.

I suggested that these polygraph issues had been reviewed by security and that office would be able to provide additional detail. I also noted that while our goal clearly was to reduce processing time, this was a short-term structural problem which were being fixed and which, in any event, would evaporate if the rate of Agency growth slowed. Mr. Despres agreed that the primary focus of the study was long-term, but he felt the processing issue would have to be covered because of constituent mail complaining about the Agency's long processing time.

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B. Training

[Redacted]

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C. Compensation and Related Issues

Mr. Despres stated that SSCI Staffer Gary Moore and the detailee from GAO would want to examine our commo banding and secretarial experiments and also examine the OPM banding experiments. I stated that our efforts were at very early stages, but that we would brief them on our progress. [Redacted]

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D. Miscellaneous

A number of other issues were briefly touched upon.

- ° Mr. Despres wondered, for example, about the implications of the change from an "ivy-league" "eastern establishment" recruitment pattern to a much broader mix.
- ° He asked about the military experience and background of our employees and how this had changed over time.
- ° There was discussion about the implications of having a large number of new employees and a significant number of managers who could retire this year or in the near future. Mr. Despres suggested that down the road a great many employees would be clumped at middle levels without promotion headroom, similar to the Army's problem in the Vietnam Era when Major's could not get promoted for 7-8 years. I discussed various ameliorating strategies, including separate specialist-management tracks. [Redacted]

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10. Mr. Despres said he wanted his team to begin its work with some speed, and I said I would try to set up a series of meetings for him and his team the week of 18 August. Mr. Despres stated that this would be satisfactory. [Redacted]

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11. On Monday, 11 August I discussed the above in varying degrees of detail with:

Bill Donnelly, DDA; John Helgerson, ADDI; [redacted] Executive  
 Officer, DDS&T; [redacted] C/CMS/DDO; [redacted]  
 MPS/DDI; Bob Magee, D/OP; [redacted] D/OTE; [redacted] D/OC;  
 [redacted] DD/OS; [redacted], DD/OP/Employment and [redacted]

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12. The following meetings have been set up:

Monday	18 August	1300 - DD/OS
		1500 - DD/OP/E
Tuesday	19 August	1000 - DDS&T
		1330 - ADDI
Wednesday	20 August	1500 - C/CMS/DDO
Friday	22 August	1330 - DDA

A meeting with the Director of Training will be set up the first week of September. I plan to attend all of these meetings. [redacted]

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13. On 12 August, Mr. Despres stated that he and his team planned to visit a number of facilities [redacted] the week of 25 August and would like to visit the [redacted] at that time. [redacted]

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